

Leadership Profile



Dean of Libraries and University Librarian

The University of Virginia (UVA), one of the nation's leading public institutions, seeks an experienced, visionary and mission-driven leader to be the next Dean of Libraries and University Librarian. As the Libraries are a center of university life and academic scholarship, the Dean will have a strong commitment to support the University's goals of research and teaching for the advancement of knowledge.

Reporting to the Executive Vice President and Provost, Ian Baucom, the Dean of Libraries will direct a [library](#) system known internationally for historically significant collections in many disciplines, and including the notable [Albert and Shirley Small Special Collections Library](#). The Dean will supervise the deployment of digital resources, specialized laboratories and service centers that support research, scholarship, and online publications. They will oversee the strategic development and implementation of policies, programs, and services that enhance the academic and research endeavors of the University community. The Dean of Libraries sits on the Dean's Council with the deans of the University's 12 Schools. The Dean is also responsible for the success of Library Advancement and represents the Library serving as a strategic leader in state, regional, and national library leadership discussions.

The Dean of Libraries oversees seven library locations and a staff of approximately 225, as well as collections that include more than 5 million print books, 2.9 million E-books, hundreds of thousands of journal subscriptions, and substantial holdings in many other formats. The Dean leads a senior leadership team of dedicated professionals and directs the allocation of a budget of more than \$40M. The Dean works collaboratively and coordinates services with the separately appointed librarians of the Darden Business School, the Law School, and the Health Sciences Library. The Dean convenes quarterly meetings with those library directors and the director of libraries at the University of Virginia's College at Wise.

UVA's main library building, the [Edgar Shannon Library](#), recently underwent major renovations and reopened in January 2024. The building consists of 100,000 square feet of renovated historic structure and 130,000 square feet of new construction. With improved comfort and accessibility, the Shannon Library is an active hub of discovery and learning. The Shannon Library is uniquely positioned to demonstrate the social impact required of 21st century libraries.

The next dean of the libraries should be highly collaborative and people-centered. The Dean should be forward-thinking, entrepreneurial, and strategic. The Dean will join an institution deeply committed to libraries and the unique role that they play in a vibrant community.

KEY PRIORITIES

Working closely with the Executive Vice President & Provost and the University community, the following will be key priorities for the next Dean of Libraries:

- **Leadership and Vision**

In collaboration with senior leadership and colleagues in the Library, the Dean will develop and articulate a clear vision for the future of the University Library. The Dean will lead strategic planning efforts aligned with the University's goals and priorities, and will foster a culture of innovation, inclusivity, and continuous

improvement. Those planning efforts will recognize the changing role of the library in a data driven era of fast emerging technologies combined with a changing research landscape that further recognizes interdisciplinarity and open scholarship.

- **Academic and Research Support**

The Dean will enhance library services and resources to support the teaching, learning, and research needs of students, faculty, and staff. The Dean will promote the integration of library resources and services into the academic and research activities of the university, including but not limited to: [Grand Challenges Research Investments](#), research computing, the response to artificial intelligence, accessibility, and the use of distinctive collections. The Dean will support digital scholarship that extends beyond knowledge to encompass raw data and the adoption of emerging technologies such as artificial intelligence (AI) and virtual and augmented reality (VR/AR) in library services.

- **Administration and Management**

The Dean will oversee the management of library operations, including budgeting, staffing, and facilities. The Dean will ensure effective allocation and utilization of resources to meet the diverse needs of the University community and, to the extent possible, of local communities. The Dean will promote and support professional development for library staff. The Dean will implement programs and initiatives that advance recruiting and retention of excellent Library staff.

- **Collaboration and Partnerships**

The Dean will build and nurture strong relationships with the University's departments, faculty, and external partners in the community. The Dean will collaborate with other administrators and stakeholders to advance the University's strategic objectives. The Dean will represent the University Libraries in regional, national, and international forums.

- **Fundraising and Development**

The Dean, with support of a fundraising team, will lead efforts to secure external funding and resources for the Library. The Dean will cultivate relationships with donors, alumni, and public and private funding agencies. The Dean will develop and implement strategies to enhance the financial sustainability of the Library.

- **Diversity, Equity, Accessibility and Inclusion**

In keeping with the University's commitment to Inclusive Excellence, the Dean will promote diversity, equity, and inclusion in all aspects of library operations and services. The Dean will foster an inclusive environment that supports diverse perspectives and backgrounds, and will implement programs and initiatives that facilitate community well-being.

IDEAL EXPERIENCE AND CHARACTERISTICS

The UVA Dean of Libraries and University Librarian should be a forward-thinking leader who actively collaborates with university leadership, faculty, students, and staff. This role requires proficiency in library administration, budgeting, communication, collaborative leadership, and fundraising. A demonstrated dedication to cultivating an inclusive

workplace culture is essential. The candidate should be able to envision, create, and clearly articulate a strategic vision while fostering broad support for its implementation. Compelling candidates will have a proven history of leadership within research libraries, along with the following qualifications:

- **Leadership Capabilities**

The ideal candidate should be a strategic thinker complemented by advanced management expertise. They must have strong organizational and budgetary skills, a proven ability to recruit, develop, and motivate talented staff, and a leadership style that is transparent, collaborative, and responsive.

- **Intellectual Attributes and Professional Qualities**

Strong interpersonal skills are crucial for effective engagement with diverse university communities. The candidate should be an excellent communicator, and able to collaborate with faculty, deans, and students. A broad intellectual curiosity and a commitment to staying updated on research trends, scholarly communication, special collections, and technologies are essential. A deep understanding of the contemporary academic research landscape is also required.

- **Institutional Impact**

The candidate must have the ability to work effectively with donors, ideally with some exposure to and/or success with fundraising, along with a deep commitment to advancing the library's mission and strategic initiatives. They should actively advocate for, amplify, and champion the work of the Libraries within and beyond the institution.

- **Diversity, Equity, Accessibility and Inclusion**

The candidate must have concrete experience in promoting equity and implementing inclusive programs. A personal commitment to fostering supportive and diverse environments is also essential to this role.

- **Personal Attributes**

The ideal candidate will uphold the highest standards of professional integrity while demonstrating open-mindedness, compassion, empathy, and a commitment to self-reflection.

- **Academic Credentials**

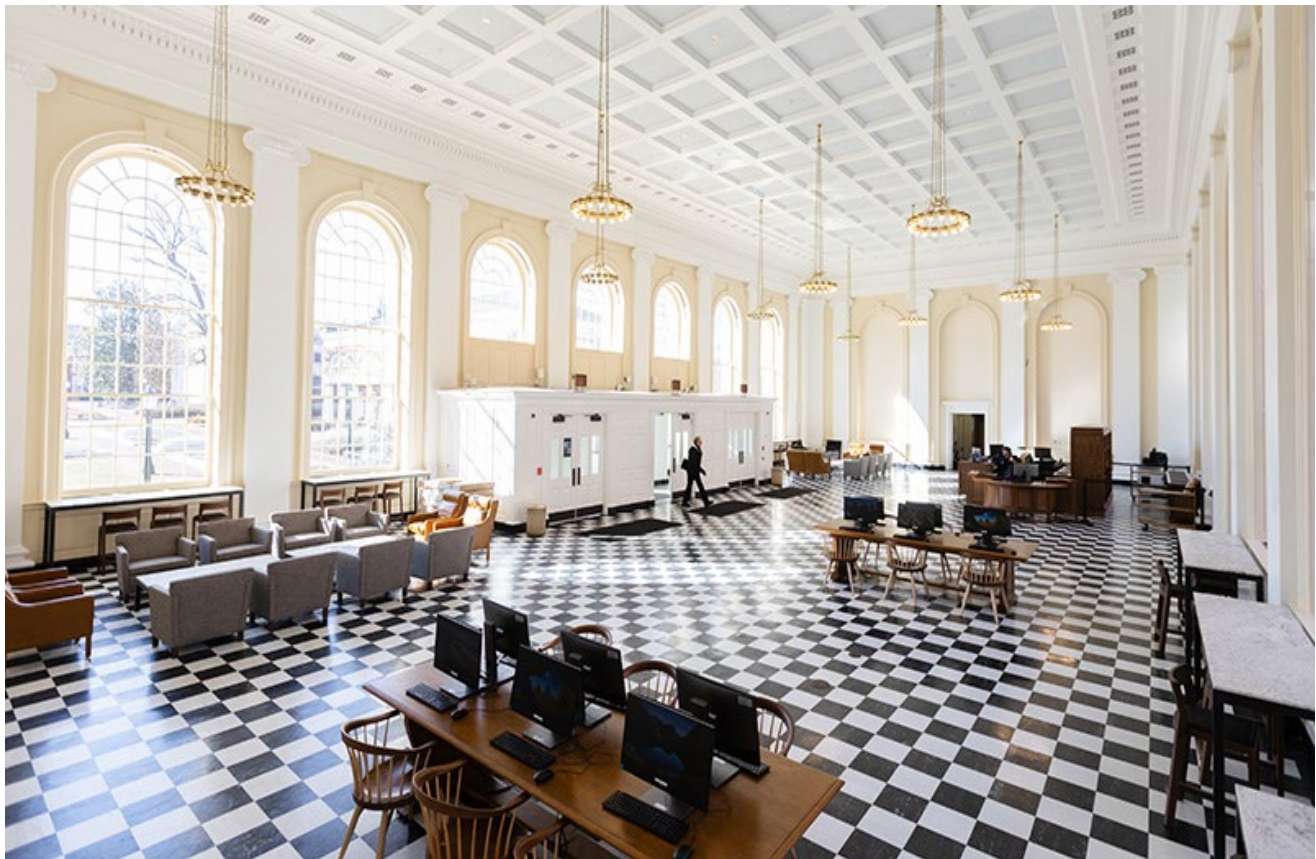
The candidate must possess an academic background that qualifies them to lead a research-intensive library system. At least 10 years of progressively responsible experience in library administration, ideally within an academic or research library setting, is required. A master's degree in library science or equivalent is required with a preference for two graduate degrees (Master's level or higher). A PhD with significant library leadership experience could be considered in lieu of a degree in library science.

To Apply or Nominate

The University of Virginia is eager to build a diverse pool of talented individuals. The search committee is working with UVA Executive Search Group (ESG), an internal executive search firm in the Office of the President.

Confidential inquiries and nominations should be directed to AJ Davidson, Managing Director, at ajh2d@virginia.edu. To apply, submit a letter of interest and resume to dol-search@virginia.edu. The search will be carried out with full confidentiality and will remain open until filled.

The University of Virginia is fundamentally committed to the diversity of our faculty and staff. We believe diversity is excellence expressing itself through every person's perspective and lived experiences. We are equal opportunity and affirmative action employers. All qualified applicants will receive consideration for employment without regard to age, color, disability, gender identity or expression, marital status, military status, national or ethnic origin, political affiliation, race, religion, sex (including pregnancy), sexual orientation, veteran status, and family medical or genetic information.



UVA LIBRARIES

The University of Virginia was conceived with a library at its heart, placed in the Rotunda at the head of the Academical Village. The Library is the foundation on which the University built a transformative educational community, and its original purpose remains unchanged: to provide access to accumulated knowledge and, in so doing, increase it — in short, to advance learning. The Library partners in learning and collaborates in discovery by creating inclusive and sustainable collections, services, spaces, and infrastructure, and the Library ensures that the University community has the information it needs for teaching, research, and personal enjoyment and enrichment.

The University of Virginia Library is an open and inclusive community that embraces the full spectrum of human attributes, perspectives, and cultures. [Library values](#) include a commitment to a culture of mutual respect, civility, inclusiveness, cooperation, mindfulness, accountability, and acceptance of individual differences.

The Library has a variety of spaces for study, research, and more, serving the University's community and supporting its academic programs.

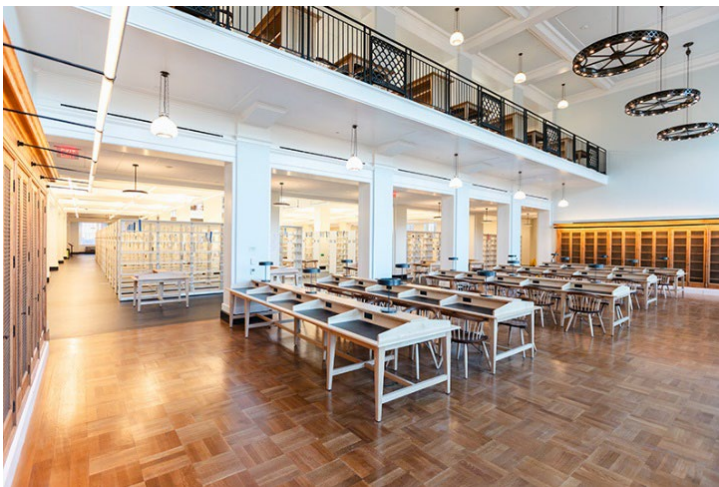
- [The Edgar Shannon Library](#) is the University's main library and holds humanities and social sciences materials. Shannon Library recently reopened after an extensive renovation.
- The [Charles L. Brown Science & Engineering Library](#) serves research needs in the sciences, mathematics, and related fields.
- [Clemons Library](#) contains video materials and provides advanced technology and digital media services in the Robertson Media Center.
- The [Albert and Shirley Small Special Collections Library](#) holds the University's renowned collection of manuscripts, rare books, primary sources, and other materials vital for research. It is housed in a building shared by the [Mary and David Harrison Institute for American History, Literature, and Culture](#), which offers programs, fellowships, and exhibitions.
- The [Fiske Kimball Fine Arts Library](#) provides research support and collections for architecture, art history, archaeology, and the classics department.
- The [Music Library](#) supports research in musicology, theory and analysis, composition, performance, jazz, musical theater, ethnic and world music, popular music, and folk music.
- [Ivy Stacks](#), an off-Grounds shelving and preservation facility containing more than 2 million items, is also maintained by the Library.

The Library provides access to extensive collections and varied spaces for research and study, but the heart of the Library system is the [knowledgeable and experienced staff](#) who contribute daily to the academic experience. Staff are organized into eight units, each led by an Executive Director or Associate Dean/Associate University Librarian reporting to the Dean of Libraries:

- Academic Preservation Trust

- Administration
- Archives, Special Collections, and Preservation
- Assessment, Communications, and User Experience
- Inclusion, Diversity, Equity, and Accessibility
- Information Technology
- Research and Learning Services
- Scholarly Resources and Content Strategy

The work of the UVA Library is highlighted in [yearly annual reports](#), as well as the [Library's news blog](#).



University of Virginia

The University of Virginia (UVA) ranks as one of the leading Universities in the nation. A vibrant and student-centric institution, UVA is animated by the forward-looking spirit of its founder, Thomas Jefferson. In the 20 plus years since U.S. News & World Report began ranking public universities as a separate category, UVA has been in the top five, and it has consistently ranked in the Top 30 among the best of all national universities, public and private.

The Princeton Review ranked UVA as the No. 1 public school for financial aid for the fourth consecutive year. UVA also secured the No. 3 spot as the best value public university and No. 4 for career placement. Recognized for providing exceptional financial aid, health services, and strong alumni networks, UVA continues to deliver outstanding value and support to students. UVA remains one of the few public universities to meet 100% of every undergraduate student's financial need and offers admission to students with no consideration of a family's income.

UVA brings together a diverse global community of approximately 25,000 students, hailing from virtually every state in the nation and 111 countries. UVA encompasses twelve schools in Charlottesville, as well as the College at Wise, a small, liberal-arts college in Southwest Virginia, and its newest campus in Northern Virginia. In Charlottesville, the University employs nearly 30,000 people, including approximately 16,000 faculty and staff and approximately 12,000 UVA Health employees.

[A World Treasure](#)

In 1987, UNESCO named the University (in conjunction with [Monticello](#)) a World Heritage Site. This rare distinction has been bestowed upon only the world's most culturally significant landmarks, and UVA is the only U.S. university and one of only four worldwide designated as such. As a proud recipient of this honor, UVA is one of only two such sites still being used for its original purpose. Today, the original Academical Village continues to bring Jefferson's vision to life every day. The Rotunda – originally the University's library – still serves as the heart of the University. The eastern and western sides of the Lawn retain the unique pavilions and student living quarters as originally sketched. These buildings continue to play a major role in the University's community, housing our most honored faculty and student leaders and enabling them to live and learn together. The University is more deeply exploring the critical and previously unrecognized role of the enslaved laborer in the construction of this historic landscape. The [Memorial to the Enslaved Laborers](#), 2020 winner of the *The Architect's Newspaper's Project of the Year*, sits within the borders of the World Heritage Site and seeks to formally acknowledge the work and the individual lives of the enslaved Black Americans who built and sustained the every-day life of the University.

[Leadership](#)

In August 2018, [Jim Ryan](#) became the 9th President of the University of Virginia. A respected and accomplished educator and legal scholar, Ryan earned his law degree from UVA and then served on the University's School of Law faculty for 15 years. From 2013 to 2018, he acted as dean of the Harvard Graduate School of Education and the Charles William Eliot Professor of Education. The President is advised by the academic deans and the cabinet. This leadership team is dedicated to advancing the University's academic mission, research enterprise, and strategic vision.

In March 2022, [Ian Baucom](#) became the Executive Vice President and Provost. Before becoming provost, Baucom served for eight years as the Buckner W. Clay Dean of the College and Graduate School of Arts & Sciences at the University. Baucom came to UVA after serving 17 years in Duke University's Department of English as a professor and as the director of the John Hope Franklin Humanities Institute. Baucom earned his undergraduate degree in political science from Wake Forest University and holds a master's degree in African studies and a doctorate in English, both from Yale University.

[2030 Plan](#)

After President Ryan’s inauguration in 2018, the University set out on an inclusive process to define our strategic direction, which resulted in a new forward vision for the University.

The [2030 Strategic Plan](#)—also known as The Great and Good Plan—provides a roadmap for the future of UVA as it enters its third century. The plan outlines our vision of becoming the best public university by 2030—and one of the very best in the world, whether public or private—and how we will achieve this. To succeed, we believe we must be great, but also good, recognizing that in the not-too-distant future, it will likely be impossible for a university to be truly great if it is not also good. To accomplish this, we must strive not just for excellence, but excellence for the purpose of advancing the common good within our community, Commonwealth, and world.

A glance at the [timeline of accomplishments](#) confirms that UVA has maintained a brisk pace when it comes to accomplishing strategic priorities.

The “Great and Good” plan, of course, is a 10-year roadmap designed to make UVA the best public university in the country by 2030, and one of the best anywhere, public, or private. So, there’s lots of work ahead, even with early momentum that hardly slowed during the COVID-19 pandemic. [UVA Today](#) recently caught up with President Ryan to find out how he thinks things are going so far, and what’s to come.

[Research](#)

A Carnegie Research 1 university, UVA has strong partnerships with leading federal and state agencies and some of the world’s largest companies across a wide range of industries. Sponsored research awards total \$449 million from all sources, including federal and state agencies, industry, and private foundations. In 2022, UVA researchers made 226 invention disclosures, with 53 patents issued. UVA’s Licensing and Ventures Group helps bring innovative companies and products to market, making Charlottesville one of the most vibrant venture capital markets in the country. UVA has a large research park located near the Charlottesville airport.

Grand Challenges Research Investments - The University’s Great and Good 2030 Plan identifies five priority focus areas for research: Democracy, Environmental Resilience and Sustainability, Precision Medicine/Health, the Brain and Neuroscience, and Digital Technology and Society. The Grand Challenges Research program is intended to make a substantial difference through large strategic investments—to move the needle and not just fund business as usual. We plan to focus on opportunities that will have high impact, such as significant research infrastructure or new faculty (cluster hires or key leaders). We do not plan to support routine research expenses or replace externally sponsored research funding. This transformative new investment is designed to expand and complement our current research portfolio.

[Student Experience](#)

The UVA student experience is unique. That experience is punctuated by many distinct aspects of University life: the elegance of the architecture; the Honor System and the resulting community of trust; the Lawn and its residential community for faculty and students; the primacy of student self-governance; the diversity of the student body; the emphasis on service; and the beauty and history of the surrounding area. Founded on long-held values of academic excellence, this experience is also marked by retention (97% for first-years) and graduation (94%) rates, which are among the highest in the country. It is a warm, welcoming community, with generous and kind community members. These dimensions of the student experience—along with many others—shape our graduates to be driven,

intellectually curious, and community-minded citizens of integrity and purpose. The current student body is made up more than 16,000 undergraduate and nearly 8,000 graduate students.

Diversity, Equity, and Inclusion

UVA believes strongly that diversity, equity, and inclusion are foundational pillars of excellence in delivering our academic and healthcare missions. The University implemented the [Inclusive Excellence framework](#) in 2020 to materially advance key components of the 2030 Great and Good plan. The Board of Visitors [endorsed goals](#) in 2020 with specific actions to advance racial equity at the University. Through these institutional initiatives and many others at the school and unit level we are collectively committed to the ongoing work necessary to build the culture of care, respect, and community we all deserve.

Financial Stewardship

The University has developed an exceptionally strong financial foundation as exhibited by a \$14 billion net position on June 30, 2024, and a consensus triple-A bond rating. The three major rating agencies have noted the University's excellent reputation; student demand, highly selective admissions, and broad geographic reach; sponsored research prowess; superior wealth and liquidity management; exceptional strategic positioning supported by strong planning, risk management, and ongoing prospects to support programmatic investments; the Medical Center's prominent clinical reputation and ability to compete for patient care revenue; and remarkable donor support, among other factors.

The \$5.8 billion FY2025 annual budget encompasses the Medical Center (\$3.3 billion), the Academic Division (\$2.4 billion), and the College at Wise (\$76 million). Significant revenue sources for the Academic Division includes tuition and fees (34.3%), externally sponsored programs (22.0%), endowment distribution (13.3%), state appropriations (11.7%), expendable gifts (9.4%), and sales and services (9.3%). The University and its associated organization have approximately \$15 billion invested in the University of Virginia Investment Management Company's (UVIMCO) long-term pool as of June 30, 2024, boosted by the long-term performance of UVIMCO, which has achieved an 10.0% return over the past twenty years, compared to a benchmark of 7.5%. In recent years, UVA has transformed significant parts of its operations (HR and Finance) and implemented new cloud-based systems that will enable best-in-class analysis, services, and support in a rapidly changing environment.

Making a World Class Education Accessible to All

Now entering its third century, the University of Virginia offers an affordable, world-class education that is consistently ranked among the nation's best. UVA admits talented students from across the Commonwealth, the nation, and the globe, without consideration of their financial situation. UVA is one of two public universities that has a need-blind admission process that meets 100 percent of admitted students' demonstrated need. The University offers robust student scholarship support to attract the best and brightest students from all backgrounds, while protecting against excessive student debt.

Global Engagement

UVA is a global University with a strategic focus on preparing its students to become globally engaged citizen leaders after graduation and supporting its faculty as they discover solutions to leading global challenges, ranging from mitigating climate change to managing migration through combating infectious diseases to supporting democracy around the world. The University aims to support at least one global experience for every undergraduate student before graduation, with rapidly expanding study abroad opportunities and increasingly globally oriented curriculum, internships, and programming, even as we grow resources available for faculty pursuing global objectives.

Athletics

UVA has a strong history of athletic performance and is committed to developing our Cavaliers both academically and athletically. For the academic years that ended in 2023 and 2024, Virginia posted top-five finishes in the Directors' Cup all-sports rankings for more than 300 NCAA Division I programs. Those were the highest finishes of any Atlantic Coast Conference school during that period.

During its storied athletics history (thru the summer of 2024) Virginia has won 34 NCAA team national championships, 153 Atlantic Coast Conference championships and produced multiple NCAA and ACC individual champions. Most recently, the Cavalier women's swimming and diving program won its fourth consecutive national championships and sent six swimmers to the 2024 Paris Olympic Games. Head coach Todd DeSorbo was Team USA's women's head coach at the Games.

A total of 13 Virginia athletics program have been ranked No. 1 in their respective sport at some point in their history. UVA student-athletes have gone on to win Super Bowls, World Cups, NBA Championships, baseball World Series and been inducted into multiple national Halls of Fame.

Academically, UVA ranks among the nation's leaders in the NCAA's Graduation Success Rate and Academic Progress rate reports, well above the national averages. Virginia is also one of the top schools in the country for student-athlete graduation rates for minority students.

University Advancement and the Honor the Future Campaign

University Advancement is the primary driver of constituent engagement and fundraising efforts for UVA. It includes the Health System Development Office and comprises approximately 270 team members. University Advancement is charged with securing philanthropic support for pan-University priorities and strategic initiatives, and several UVA schools and units have established management partnerships with University Advancement for their development efforts. They work in close partnership with the independent foundations and fundraising offices associated with other UVA schools and units to form a holistic enterprise supporting shared strategic goals.

In support of its aspirations to be the best public university in the nation and among the best in the world, the University launched the *Honor the Future* capital campaign with a quiet phase beginning in the summer of 2017, followed by a public launch in October of 2019. UVA set an ambitious goal of \$5 billion with a target completion date of June 30, 2025, which was surpassed eighteen months ahead of the target due to the enormous generosity of alumni, parents, and friends.

UVA Health

UVA Health's vision is to be the nation's leading public academic health system and a best place to work — while transforming patient care, research, education, and engagement with the diverse communities it serves. UVA Health is an expansive network comprised of the UVA Medical Center, UVA Community Health (including hospitals in Culpeper, Prince William, Haymarket and a community medical practice), UVA School of Nursing, UVA School of Medicine, University of Virginia Physicians Group, Claude Moore Health Sciences Library, and other strategic partnerships and alliances.

UVA Health has a long and storied history beginning almost two centuries ago. The School of Medicine was founded in 1825, six short years after Thomas Jefferson founded UVA, becoming the 10th medical school in the nation. UVA Health continues to expand at an incredibly rapid rate and to invest significant resources across all missions. Just over the past four years UVA Health has opened a new 84 bed tower, acquired a free-standing ambulatory surgery center, opened a 200,000 square foot orthopedic center, acquired three community hospitals as well as a physician's

organization in Northern Virginia, became the #1 children's hospital in the state, and successfully achieved comprehensive status for its NCI designated cancer center.

Charlottesville

Located in Central Virginia just east of the Blue Ridge Mountains, and 100 miles south of Washington, D.C., Charlottesville offers stunning natural beauty, a thriving art, music, and food culture, and an ever-growing list of things to do. In the span of a single day, you can hike part of the Appalachian trail, attend a concert, enjoy a memorable meal at one of Charlottesville's many celebrated restaurants (we rank among the nation's top 15 places with the most restaurants per capita), stroll the historic Downtown Mall, and explore Monticello, tour the Fralin Museum, visit the Jefferson School African American Heritage Center, or enjoy world-class wineries in some of the most beautiful landscapes on the East Coast. Whatever you do, Charlottesville brings together the best of many worlds, offering the livability and community of a small city with the amenities and cultural attractions of a metropolis. For more information visit <https://www.visitcharlottesville.org/>.

UVA | Northern Virginia

Launched as part of UVA's 2030 [Great and Good Strategic Plan](#), the mission of [UVA | Northern Virginia](#) is to connect Grounds in Charlottesville with Northern Virginia and vice versa. UVA reimagined how the academic rigor of Charlottesville could be channeled north to create UVA | Northern Virginia – a knowledge tap of educational programs, research, mentorship, and events to support Northern Virginia working professionals in parallel with their careers. UVA | Northern Virginia is the center point of UVA's efforts to better serve the commonwealth by bringing new and existing academic programs across disciplines and modalities – in-person, online, and hybrid – to Northern Virginia.

UVA | Northern Virginia works across UVA units to promote over 35 degree and non-degree programs for working professionals in the region. Offerings include programs from the Darden School of Business, McIntire School of Commerce, School of Medicine, School of Engineering and Applied Science, School of Architecture, School of Continuing and Professional Studies, School of Data Science, School of Education and Human Development, and the School of Nursing. In addition, UVA | Northern Virginia continues to develop non-degree educational programs with governmental and corporate partners, highlights include a custom executive education program with Amazon and an open enrollment program for the Department of Defense. Lastly, The UVA | Northern Virginia Inspire Summer Program, offering in-person and online courses across disciplines such as programming and forensic science, serves local high school students in the Northern Virginia region.

To house these programs, UVA | Northern Virginia is [building a new 55,000-square-foot satellite campus](#) in Fairfax, VA to serve as the hub of all university activity in the region. UVA | Northern Virginia is led by Dean and CEO, [Gregory Fairchild](#).